Research Problem Review 77-9

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EVALUATION INSTRUMENTS FOR THE BASIC NONCOMMISSIONED OFFICER COURSE FOR COMBAT ARMS SOLDIERS

Claramae S. Knerr, H. David Barton, and Joseph F. Lombardo, Jr.

INDIVIDUAL TRAINING AND SKILL EVALUATION TECHNICAL AREA

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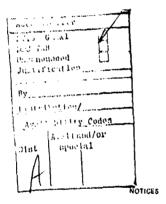
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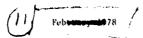
Performance-Based Skill Evaluation

ARI-RES PROCLEM REV-77-9

EVALUATION INSTRUMENTS FOR THE
BASIC NONCOMMISSIONED OFFICER COURSE FOR COMBAT ARMS SOLDIERS,

Glaramae S. Knerr, H. David/Barton,
Joseph F./Lombardo, Jr./

Milton S. Katz/Chief INDIVIDUAL TRAINING AND SKILL EVALUATION TECHNICAL AREA



Approved by:

E. Ralph Dusek, Director Individual Training and Performance Research Laboratory

J. E. Uhlaner, Technical Director US Army Research Institute for the Behavioral and Social Sciences

Research Problem Reviews are special reports to military management. They are usually prepared to meet requests for research results bearing on specific management problems. A limited distribution is made-primarily to the operating agencies directly involved.

The Individual Training & Skill Evaluation Technical Area of the Army Research Institute for the Behavioral and Social Sciences (ARI) supports Army training not only by basic technological research on performance-based training and criterion-referenced testing but by specific programs aimed at improving efficiency and economy of training, evaluation, and utilization of the individual enlisted soldier. Programs are carried out within the Technical Area and in ARI Field Units, and include research on cost-effective individualized performance-based training for both service schools and units, such as the Individual Extension Training System (IETS) for the combat arms, and performance-based, job-referenced evaluation techniques for individual training and personnel management (Skill Qualification Tests).

The present Research Problem Review reports on an initial element of this program. ARI assisted the Army Training & Doctrine Command (TRADOC) and proponent service schools by providing data-collection instruments and a method of quality control for a pilot Basic Noncommissioned Officer Course (BNCOC) in the combat arms. After the evaluation, TRADOC implemented the course worldwide in 1977; the Infantry School is conducting an on-going evaluation of the implemented course. The research was done in support of the Enlisted Personnel Management System and TRADOC, and under Army Project 20763731A770.

i. E. UHLANER Technical Director EVALUATION INSTRUMENTS FOR THE BASIC NONCOMMISSIONED OFFICER COURSE FOR COMBAT ARMS SOLDIERS

BRIEF

Requirement:

was reseloped

To develop an evaluation program and questionnaire for a pilot Basic Noncommissioned Officer Course in the combat arms (BNCOC/CA).

Research Product:

*ARI designed two types of instruments for evaluating and refining the pilot course, (1) questionnaires to obtain subjective judgments from students and instructors, and (2) task-performance score forms to record MOS-specific training data. Instruments were tailored to 10 different MOS.

The complete package consisted of a manual for administering the evaluation program, performance-based tests of skills covered in courses, and summary reports of validity of tests and of the application, also a model and method for achieving quality control in lower and medium level NCO courses.

Utilization:

Not only did TRADOC and the service schools use the instruments to revise and judge the effectiveness of the pilot course but the score forms serve as an operational training record for the NCO Academy, for individuals and entire classes.

The BNCOC/CA course was implemented worldwide in 1977, with an expected 10,000 graduates each year. Its successful evaluation and implementation are a major contribution to the Enlisted Personnel Management System. 1.

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BACKGROUND

The Department of the Army established an Enlisted Personnel Management System (EPMS) in 1974, creating a new career system for enlisted personnel. EPMS provides comprehensive training and testing for all enlisted skill levels. The first level consists of Basic Combat and Advanced Individual Training. In the combat MOS, the four subsequent levels of training constitute the Noncommissioned Officer Education System (NCOES): Primary (PNCGC), Basic (BNCOC), Advanced (ANCOC), and Senior Noncommissioned Officer Course (SNCOC). Figure 1 shows the relations among courses, skill levels, and pay grades; for example, PNCOC prepares grade E4 or E5 soldiers for E5 duty positions at skill level 2.

In 1976 EPMS implementation required redesigning BNCOC for 10 combat arms MOS (listed in Table 1) and relocating it to the Non-commissioned Officer (NCO) Academies (Table 2). The combat service schools -- Infantry, Armor, Engineer, Field Artillery, and Air Defenservised BNCOC for combat arms (BNCOC/CA). BNCOC/CA trains soldiers for E6 jobs (skill level 3), develops their weapons and equipment expertise in skill level 3 critical tasks, and teaches soldiers to supervise and train subordinates. The course emphasizes performance techniques to train soldiers in MOS tasks.

The four-week core course consists of three phases (Figure 2). The NCO academies can increase course length or slightly modify portions of the core instruction to meet local requirements. For Phase III the academies also tailor the course to incorporate local unit missions and standard operating procedures. The course description is paraphrased from the instruction program written by the proponent service schools.

Phase I integrates diagnostic pretesting with performance training. Diagnostic tests measure the soldier's proficiency on tasks trained in Phase II. The tests identify tasks on which the soldier needs training and those on which the soldier qualifies to train peers. The performance block employs Training Extension Course (TEC) lessons, practical exercises, and UTRAIN materials. UTRAIN is a 10-hour course designed to teach officers and NCOs how to conduct performance-oriented training in their units (Osborne, Ford, Moon, Campbell, Root and Word, 1976).

Phase II consists of MOS specific training in skill level 3 tasks established as critical by the service schools. Academy cadre set up individualized programs for students based on their diagnostic test results. Students train on tasks not mastered, and on tasks mastered they train fellow students. For the performance portion, each student conducts a minimum of two peer instruction sessions. Instructors monitor peer instruction to insure that student trainers have the necessary materials, are otherwise prepared to train, and training

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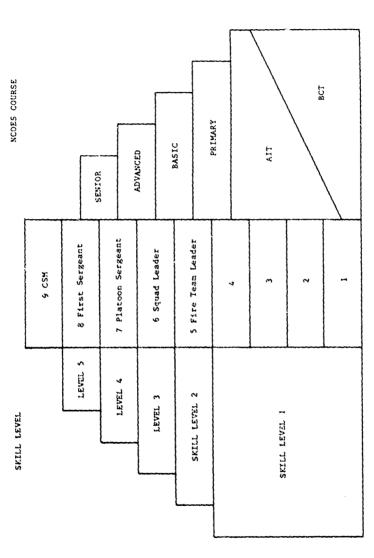


Figure 1. Pelationships of Svill Levels, Paygrade, and NCCES Course

TABLE 1

COMBAT ARMS MOS PARTICIPATING IN BNCOC/CA

Infantry	
Infantryman	118
Indirect Fire Infantryman	110
Armor	
Armor Reconnaissance Specialist	110
Armor Crownan	HE
Engineer	
Combat Engineer	12B
Field Artillery	
Field Artillery Crewman	1 318
Fire Direction Specialist	ÜE
Fire Support Specialist	168
Air Defense Artillery	
Chaparval/Rodoyo Crowman	tor
Short Bange Air Defense Artillery Crowman	lor

TABLE 2

BNCOC/CA TRAINING LOCATIONS

USAREUR - CATC. VILSECK

FORSCOM INSTALLATION NCOA

FT BRAGG FT LEWIS ALASKA
FT CAMPBELL FT ORD CANAL ZONE
FT CARSON FT POLK HAWAII

FT ROCD FT RILEY

TRADOC INSTALLATION NCOA

FT BENNING FT KNOX FT SILL

FT BLISS

PHASE III	TRAIN AS COLLECTIVE TRAINER	COLLECTIVE	IECHNIQUES	OR.	FIELD	EXERCISE	(ARTEP and REALTRAIN)					Haak I	
PHASE II	TEAIN IN MOS CRITICAL TASKS USING TECHNIQUES ACQUIRED IN PHASE I	118 Infattryan	11C INDIRECT FIRE IMFANTRYMAN	119 ARMOR RECONNAISSANCE SPECIALIST	11E ARHOR CREWIAN	12B COMBAT ENCINEER	138 FIELD ARTILLERY CREMMAN	195 FIRE DIRECTION SPEC	13F FIRE SUPPORT SPECIALIST	16P GHAFAPHAL/PRDEYE CREMMN	168 SHORT RANGE AIP DEFENSE ARTILLERY CREWAN	O'MAT BELL CA	APPOXIMATE TRAINING TIME
PHASE I	INDIVIDUAL TRAIN TO TRAIN	PR.E	TESTING	-A3D-	CONDUCT	FEATOGRANCE ORIENTED TRAINING		(USE OF TRAINING	TECHNIQUES AND DEVICES)			323M 1	

Figure 2. Basic NCO Course for Combat Arms (BNCOC/CA)

standards are maintained. When student trainers fail to perform satisfactorily, they retake UTRAIN and do additional peer instruction. Skill training beyond the core tasks is available.

Phase III comprises collective tactical training. It consists of several combined arms tactical exercises developed from the Army Training and Evaluation Program (ARTEP). Infantry, Armor and Engineer students practice SCOPES and REALTRAIN techniques, functioning both as engagement simulation players and controllers. The graduate is expected to function as an engagement simulation controller in his unit and to maximize training benefits to ARTEP.

Field Artillery forward observers receive training in REALTRAIN indirect fire marking techniques and practice as REALTRAIN players and controllers. Other Field Artillery and Air Defense students participate in field exercises other than REALTRAIN; for example, they learn convoy procedures, battery position defense, and M31 Artillery trainer exercises.

In summary, BNCOC/CA integrates programs of instruction (POI) from five service schools (Infantry, Armor, Engineer, Field Artillery, and Air Defense). It teaches soldiers performance training (including conduct and control of field exercises), shows them their deficiencies in critical MOS tasks as squad leaders, and trains them in those tasks. The pilot course ran at Fort Bood, TX, between 13 September and 8 October 1976. The Army Training and Doctrine Command (TRADOC) and the service schools evaluated the course to assess instructional quality and produce data for revising and improving course content before worldwide implementation. ARI assisted TRADOC and the service schools in formulating an evaluation plan and producing data collection in-struments.

INSTRUMENTS

Two types of instruments were produced: questionnaires to obtain subjective judgments from students and instructors, and task performance score forms to record MOS-specific training data.

The appendix contains the questionnaires written for the Engineer portion of the course. Questionnaires for the other MOS are aimilar, but tailored to each MOS. Instructors administered questionnaires for each phase at its end. Phase I questions concern diagnostic testing and performance training. Phase II questions focus on tasks, peer instruction, performance tests, and the training sequence. For Phase III, questions for REALTRAIN students and instructors center on effectiveness of the engagement simulation training. Questions for the other

REALTRAIN is an engagement simulation technique developed for the maneuver arms. It provides realistic, two-sided, free play tactical training (Shriver, Mathers, Griffin, Jones, Word, Root, and Hayes, 1975).

students and instructors involve effectiveness of their training exercises. All students and instructors received an end-of-course questionnaire addressing perceived training effectiveness, task relevance to the job, and course design.

ARI designed the score forms to record individual performance on task elements including number of times retrained and retested. Additional forms summarize task—rformance data by MOS.—All students used common score forms for per commance training, Phase I.—ARI used a common format to develop forms for six MOS of Phass II; Figure 3 shows a sample task score form for MOS 11B, Infantryman.—ARI produced analogous score forms to record individual soldier's performance for several MOS (11B, 11C, 12B, 3B, 16P, and 16R).—The remaining MOS did not require detailed individual score forms.

UTILIZATION

The MNCOC/CA evaluation questionnaires and score torms have two primary uses. First, TRADOC and the proponent service schools used them in POI revision. School personnel responsible for course development received students' and trainers' subjective judgment and performance scores. They also obtained detailed information on pilot course training effectiveness. Second, the forms serve as an operational training record maintained by the NCO Academy. The task performance summaries show proficiency profiles for individual students and for each class as a whole. The data collection and summary instruments are updated as the "OI is revised."

The course was implemented worldwide in 1977 (see Table 2 for locations), with an expected 10,000 graduates per year. ARI briefed 88002/CA cadrs on the purpose, procedures, and instruments during cadre training at Fort Benning, GA in November 1976. Because of the high output in 880002/CA, its successful implementation and evaluation constitute a major contribution to EPMS.

S	SUMARY DATA TASK TASK							
MOS	SUPPAR SUB-TASK							
	Test 5							
Evaluator	Test 4							
Eva	Test 3							
	Test 2							
101	Test 1							
ent	TASK	19 Squad Movement Techniques	1. Clear Concise Orders	2. Proper Movement Techniques	3. Control of Men, Dist, Noise	4. Use of Terrain		
Student		118-19			8		-	

Figure 3. Sample Score Form for HOS 11B

Osborn, W. C., Ford, J. P., Moon, H. L., Campbell, R. C., Root, R. T., and Word, L. E. Development of new training concepts and procedures for unit trainers. Army Research Institute, Research Report 1189, March 1976.

Shriver, E. L., Mathers, B. L., Griffin, G. R., Jones, D. R., Word, L. E., Root, R. T., and Hayes, J. F. REALTRAIN: A new method for tactical training of small units. Army Research Institute, Technical Report S-4, December 1975.

APPENDIX A

BASIC NCO COURSE

Stu	dent Debriefing Form: 128	Name:		
Pha	se I: Pretesting and Train to Train	Date:		
PLA	CE A CHECK MARK IN THE APPROPRIATE BOX	(:	YES	NO
ι.	Do you feel that the pre-testing help more efficiently?	oed you learn		
2.	Do you feel you would have done bette tests if you had been given the train a couple of weeks before the class be	ning objectives		
3.	Do you feel the self-paced study used to TRAIN lessons was effective?	i in the TRAIN		
4.	Did the practical exercises help you formance oriented training objectives			
5.	Did you find the performance oriented block had the right amount of detail accomplishing the objectives?			
	If you checked the "NO" block, please the appropriate number:	circle		
	5a. The training block had too much	detail.		
	5b. The training block had too littl	e dotaiì.		
6.	Do you feel confident you can conduct oriented training sessions?	; performance	[]	[].

RAS1	r	NCO	COL	IRSE

Stu	lent Debriefing Form: 1	2R	Name:		
Pha	e II: Summary: MOS Tr	aining	Date:	-	
PLA	CE A CHECK MARK IN THE A	PPROPRIATE BOX:		YES	NO
١.	Do you feel that the preffectively?	e-testing was us	sed		
2.	Do you feel you would h pre-tests if you had be objectives a couple of	een given the tra	anning		
3.	Were all, or almost al 12B training at an app	l, tasks selecte ropriate level?	d for the		
	If you checked the "NO the following:	" block, please	answer		
	3a. Which tasks were	at <u>too high</u> a di	fficulty level	l:	
	3b. Which tasks were	at <u>too low</u> a dif	ficulty level	:	

4. What subject areas need more training objectives (what tasks or blocks of tasks need more and/or clearer objectives to achieve the performance required)?

5. What subject areas need fewer training objectives (what tasks or blocks of tasks need fewer objectives to achieve the performance required)?

BASIC NCO COURSE		
Student Debriefing Form: 12B, page two Name:		
Phase II: Summary: MOS Training Date:		
PLACE A CHECK MARK IN THE APPROPRIATE BOX:	YES	NO
6. Were you always informed of the training objective at the beginning of the training blocks of instruction?		
7. When you acted as a trainer, was there enough training guidance given?		
8. When you acted as a trainer, were the references you were given adequate?		
 Did the different blocks of instruction on 12B tasks fit together in a logical way? Comment: 		
10. Do you feel the student-led instruction was effective in preparing you on 12B tasks? Comment:		
II. Do you feel the performance tests accurately tested the training objectives?		

BA	SIC NCO COURSE			
Stu	adent Debriefing Form: 12B N	ame:		
Pha	ase III: Collective Training D	ate:		
PLA	ACE A CHECK MARK IN THE APPROPRIATE BOX:		YES	NC
1.	Do you think REALTRAIN is an effective teatool?	ching	[-]	
	Comment:			•
2.	Do you feel that you will be an effective controller when you weturn to receive	REALTRAIN	foreign	*******

Comment:

BASIC NCO COURSE

Stu	dent Debriefing Form:	128	Name:		
Gen	eral Course Evaluation	ı	Date:		
PLA	CE A CHECK MARK IN THE	E APPROPRIATE BOX:		YES	NO
1.	Overall, do you feel NCO Academy will help as a 12B squad leader	you perform more	effectively		
	Comment:				
2.	Which tasks do you fe preparing for a squad				
3.	Which tasks do you for preparation for squad		ot relevant		
4.	Do you feel that using useful, effective too leader position? Comment:	ng students as tra ol in preparing yo	liners was a ou for a squad		
5.	If you could change a phase of the NCO cou how would you change	rse, what would yo	12B training ou change and		
6.	Are there any tasks wout that should be addinstruction? What tasks?				

Basic NCO Course	a)		Warne:	
Task Designati	Task Designation/Block of Tasks	\$2	uate:	1.7
Task Designation	Will it be useful to 128 Sqd. Ldn.	Does it belong in NCO Basic	Suggestions to improve task instruction or other comments:	
128-01-05 RECON. FOR ENGINEERS	YES AG	YES NO		1
128-06 BRIDGING	YES 110	YES NO		
128-07 BAILEY BRIDGE & JACK DOWN	YES NO	YES		
128-08-09 ASSAULT RIVER CROSSING	¥ES #0	YES NO		
128-10 LIGHT TACTICAL BRIDGE/RAFT YES	YES NG	YES XO		1
128-11-17 M416/CLASS RAFTS/BRIDGES	YES NO	725 150		
128-18-20 FIXED SPAN	YES	YES		.,
128-21 EXPEDIENT LIFTING DEVICES	YES NO	(ES NO		

Nette: Date: Task Designation/Block of Tasks Sasic MCO Course

	Task D	Task Designation	Will it be useful to 123 Sqd. Ldr.	Does it belong in MCO Basic	Suggestions to improve task instruction or other comments:
	128-22	NON-EXPLOSIVE ANTI-VEH OBS	YES NO	YES NO	
	128-23	Barbed Wire entanglements	YES	YES KO	-
<u>F</u>	128-24	BILL OF MATERIALS	YES NO	YES	
		SHELTER CONSTRUCTION	YES 30	YES NO	
<u></u>	128-26	HASTY HELICOPTER LZ	YES	YES NO	
_=	128-27-31	128-27-31 EXPEDIENT ROADS & REPAIRS	YES NO	YES NO	
<u></u>	28-32-35	128-32-35 RESERVED DEMOLITIONS	YES %0	YES NO	
	28-36-41	128-36-41 OBSTACLES VIA EXPLOSIVES	YES 30	72S 70	

Name:	Date:
Basic MCO Course	Task Designation/3lock of Tasks

Task Designation Task Designation Will it be Dougle to Dought to Dougle to Dought to Dougle to Dought to	task Designation/Block of Tes Will it be useful to 128 Sqd. Ldr. N-MINE OBS. YES	Does it noon person to noon person to noon person to noon yes yes noon yes noon noon noon noon noon noon noon no	Suggestions to improve task instruction or other comments:
128-44-48 STD. PATTER! MINEFIELD	YES NO	YES NG	
128-49-51 INST. DETECT. NEUT. DEY.	YES NO	YES NO	
2 128-52-56 BREACH/CLR MINEFIELDS	YES NO	YES NO	
128-57-53 HASTY PROTECT. MINEFIELD	YES NO	YES NO	
POINT MINEFIELDS	YES NO	YES NO	
RBC 1 REPORTS	YES NO	YES NO	
SQUAD DEFENSIVE OPERATION	YES NO	YES MO	

Basic NCO Course Task Designation/3lock of Tasks

Consideration of the sale is the Constant of the sale in the sale in the sale of the sale

Name: Date:

Date:

Suggestions to improve task instruction or other comments: Does it belong in NCO Basic ş õ 3 õ 9 2 엹 Ş YES YES YES YES YES YES YES YES Will it be useful to 12B Sqd. Ldr. ွှ 65 8 2 ဋ 2 9 g YES YES YES YES YES YES YES YES TANK KILLER TEAM OPERATION CALCULATIONS FOR MINEFIELD BRIDGE DESTRUCT. GUIDELINES RIG. EXT. HELI-LIFT OPS. MATE CLASS R & B STUDY SPEC. TERRAIN RECON. ANCHORAGE SYSTEM BAILEY BRIDGES Task Designation 128-01A 128-02A 12B-03A 12B-05A 128-04A 128-06A 128-07A 128-63

Basic NCO Course

Task Designation/3lock of Tasks

Date:

Name:

Does it belong in NCO Basic

Will it be useful to 128 Sgd. Ldr.

Suggestions to improve task instruction or other comments:

Sharace (40°C) - Co

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Berger, De Color of the Color o

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ö YES

	Designation	SURVIVE/CH	TARGET LOC	DETERMIM.	TARGET LOC	CALL FOR	Equip. SW	EARTHWORK	
	Task	128-03A	128-09A	128-10A	128-11A	128-12A	123-13A	128-14A	
•		L	J	J	V-10	•			
									_

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EQUIP. SVC. CRITERIA

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3

YES

CALL FOR FIRE

YES

2

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YES

TARGET LOCAT(KNOWN PT).

YES

YES

8

YES

TARGET LOCAT (POLAR/PLOT).

02

SURVIVE/CHEM.-BIO. ENVIRON! YES

YES

8

YES

DETERMIN. DIRECTION

Ö

Š

KES

EARTHAORK ESTIMATION

YES

္သ

္အ

YES

YES

BASI	IC NCO COURSE			
Trai	iner Debriefing Form: 12B	Name:		
Phas	se I: Fretesting and TRAIN to TRAIN	Date:		
	to the second control of the second			
1.	What were the major problems you observe testing and student placement?	ed during pre-		
2.	Do you feel the pre-testing was general	ly effective?	YES	NO [
	Comment:			
3.	What major student difficulties did you during the performance oriented trainin TRAIN)?	observe g (TRAIN to		
	Unit has a little to a sharp make a hardon be to d	complete the		
4.	How long did it take most students to c performance-oriented training objective	es?		
	Please circle the appropriate number(s)):		
	4a. All or most completed within the p	lanned time.		
	4b. Many took less than the planned to	ine.		
	4c. Many took more than the planned t	ime.		

Comment:

BASIC	NCO	COUR	SF

6.

	Phase II: Summary: MOS Training	te:	*
	PLACE A CHECK MARK IN THE APPROPRIATE BOX:	YES	NO
	 Do you feel the pre-testing was generally end based on your experience with the 12B train. Phase 11? 	ffective, ing in	ļ
•	Based on your experience with the pre-testing the 12B training in Phase II, do you feel the were the right pre-tests?	ng and nose	<u></u>
	If you checked the "NO" box, do you feel that pre-tests can be added or deleted from those Phase !?	it some	L_J
	Please circle the appropriate number:		
	24. Need to add some pre-tests.		
	2b. Need to delete some pre-tests.		
	Which pre-tests?		
3.	. Were the tasks selected for training the ones the correct skill training level?	with [ריו
4.	What subject areas need more training objecti (what tasks or blocks of tasks need more objection or clearer objectives to achieve the required performance)?	ves	(
5.	What subject areas need fewer training objecti (what tasks or blocks of tasks need fewer obje to achieve the required performance)?	ives ectives	
6.	Was enough training guidance given for the studinstructors?	dent []	

7.	Were the references and training support materials adequate?	Yes	
8.	Did the different blocks of instruction on 12B tasks fit together in a logical way?		
9.	Do you feel the performance tests accurately tested the training objectives for each task?		
10.	Were the "NOTES TO EVALUATOR" effective for judging the field exercise training objectives?		
11.	Do you feel the students actively participated in the tactical exercise training - not just going through the motions?		

BASIC NCO COURSE			
Trainer Debriefing Form: 12B	Name:		
Phase III: Collective Training	Date:		
 Do you think REALTRAIN is an effective 	ve teaching tool?	YES	L
Comments:			

2. What improvements would you suggest for the REALTRAIN exercises?

1	BASIC NCO COURSE		
•	Trainer Debriefing Form: 12B		
(General Course Evaluation		
þ	PLACE A CHECK MARK IN THE APPROPRIATE BOX:	YES	NO
1	. Did students maintain a positive attitude throughout the course?		,,
2	. Did you as a trainer have sufficient guidance, instructions, etc., for establishing and managing your course?		L1
	If the "NO" box was checked, state below what was lacking:	ليب	لسا
3.	What areas need immediate revision?		
4.	Were training and test time allotments fairly accurate? Comments:		
5.	Did the MOS mix create problems? If the "YES" box was checked, what were the problems?		口

BAS	SIC NCO COURSE			
Tra	ainer Debriefing Form: 12B			
Tas	sk Designation:	Date:		
Pr	incipal Trainer:	Time Ended:		
Loc	cation:	Time Begun:		
Nur	mber of NCO Trainees:	Time Used:		
PL.	ACE A CHECK MARK IN THE APPROPRIATE BOX:		YES	NO
0.	I taught and/or observed training in thi IF THE "NO" BOX WAS CHECKED, STOP HERE A	s task. NND TURN IN FO	RM 🗀	
۱.	As a result of the training, did the sol the training objectives successfully, me exceeding the training standards?	diers perform eting or		
	If neither box was checked, circle the f statement, if it is applicable:	ollowing		
	Soldiers not observed for this.			
	Comments:			
2.	Were the resources adequate to accomplis training? Comments:	h the		
				•
3.	What specific resource problems did you	observe?		
	TIME:			
	EQUIPMENT:			
	TRAINING AREA CLASSROOM:			
	AMMUNITION:			
	TRAINING AIDS/DEVICES:			
	TRAINERS (PRINCIPAL & ASSISTANT):			
	OTHER PROBLEMS:			

4.	Did the training progress in a logical sequence toward meeting the training objectives?	
	Comments:	
5.	Is the training sufficient as it is?	
	Comments:	
6.	List the good and bad training points that can be emphasized during the cadre training in November:	
	GOOD TRAINING POINTS:	
	BAD TRAINING POINTS:	
7.	AFTER COMPLETING A BLOCK OF INSTRUCTION, INFORMALLY QUESTION ONE OR TWO STUDENTS FOR COMMENTS ON IMPROVING THE CLASS.	
	Summarize the comments:	
8.	Did some students use calculators?	
	Circle the appropriate statements, if applicable:	
	8a. Some used calculators, & had an advantage over those who did not have calculators.	
	8b. Some used calculators, & did <u>not</u> have an advantage over those who did not have calculators.	
	8c. This was not observed.	

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